

Hawaii Leadership Academy

Program Overview

The success of the Hawaii State Government in reaching its goals and providing for the needs of our citizens depends in large measure on the quality of its leadership. Progressive leaders who are forward looking and possess the skills and knowledge necessary to manage their programs effectively and efficiently will be the vehicle for enabling the state government to carry out its mandate to improve the quality of life for the people of Hawaii.

The purpose of the Hawaii Leadership Academy (formerly the Management Certification Program) is to ensure that state government managers acquire the ability to reach the goals of today and meet the new challenges of tomorrow. Through a carefully planned curriculum of training courses, managers will learn the competencies needed to successfully lead their units in carrying out their missions. They will then be monitored by their own managers in applying the competencies on the job.

HLA began in July 2001. The program is an exceptional opportunity for state managers to advance their professional development. Through it they will enhance their leadership skills to achieve the best possible results for their departments.

Program Design

The foundation for the HLA is a series of leadership competencies – knowledge, skills and behaviors – that are critical for success. These competencies are based on research by the U.S. Office of Personnel Management with modifications to fit the needs of Hawaii State Government managers.

HLA is composed of three major phases: learning the competencies, applying the competencies on the job, and evaluating the application of the competencies.

Learning the Competencies

In the first phase of the HLA, participants will learn the competencies. This will be accomplished through the HLA curriculum which consists of the following four seminars:

1. Fundamental Management Skills Seminar --- A four day program covering the basic interpersonal, teambuilding, human resources management and communication skills of management.

2. **Leading People** --- A one-week seminar focusing on advanced interpersonal skills.
3. **Leading Organizations** --- A one-week seminar concentrating on the administrative and problem solving skills of management.
4. **Strategic Leadership** --- A one-week seminar covering skills critical to leading organizations to a higher level.

These seminars are the heart of the HLA. All four will be required of top level managers. Fundamental Management Skills Seminar, Leading People and Leading Organizations will be required of middle managers.

The seminars will include various means to document that the participants have learned the competencies. Having all managers go through this core curriculum will ensure that they develop a common ground of understanding of the concepts, principles, and practices of leadership. They will now be on the same “leadership page,” having similar expectations and outlooks. These shared experiences will help forge a bond among the participants, giving them a unique identity as the State of Hawaii leadership team.

Applying the Competencies on the Job

Becoming proficient in each of the competencies is critical to the success of leaders, but it is only a stepping stone. The real test is to be able to successfully apply them on the job. That will be the second phase in the Hawaii Leadership Academy. The seminars making up the curriculum will have mechanisms built into them to ensure this application. All seminars will include the development of an Individual Action Plan (IAP) in which participants will map out how they will apply what was learned to their work situations. These activities will form the basis on which the managers of the participants in the HLA will evaluate their application of the competencies to the workplace.

Evaluating the Application of the Competencies

The final phase in the HLA will involve the managers of the participants evaluating how successful the participants were in applying the newly acquired skills and knowledge on the job. Managers of participants in the HLA will do this throughout the duration of the program to continually evaluate how well the participants have applied the competencies learned in the training.

Instructional Methods

The instructional methods used in the seminars are highly interactive and problem-centered. Through such activities as case studies, guided discussions, and small group assignments, participants will be actively engaged with their colleagues in learning. Emphasis is placed on sharing ideas, concerns, and situations and providing feedback to one another. These exchanges between participants will be an important source of learning in the program.

Class Composition

To foster individual interaction, seminar size will be limited to approximately 30 individuals. Participants will be selected so that a diverse group of departments and occupations are represented.

Instructors

All seminars are conducted by instructors from the Western Management Development Center (WMDC) of the U.S. Office of Personnel Management. The WMDC is the premier organization in the United States for training government executives and managers.

Accreditation

The American Council on Education (ACE) has recently recommended that the leadership courses of the HLA be awarded six hours of graduate level credit. This credit recommendation comes as a result of meeting rigorous academic requirements established by ACE and the completion of extensive research papers which are submitted to OPM for review. Four hours of graduate level credit may be awarded for meeting the requirements of the Leading People and Leading Organizations seminars, and two hours of graduate level credit for meeting the requirements of the Strategic Leadership seminar.

- **Hawaii Leadership Academy**

- Announcement dated November 4, 2003 from Kathleen N. A. Watanabe, Director (pdf)
- Schedule for Hawaii Leadership Academy Course June – November 2004 (pdf)
- Enrollment Commitment Form (pdf)
- Participant's Work History Form (pdf)
- Hawaii Leadership Academy Information (pdf)